

Northumbria Research Link

Citation: Olufemi, Moses, Hope, Alex and Osborne, Allan (2015) The nexus between organizational routines and projects A goal-based perspective. In: OSWCXXI - 21st Organisation Science Winter Conference, 5th - 8th February 2015, Utah.

URL:

This version was downloaded from Northumbria Research Link:
<http://nrl.northumbria.ac.uk/21358/>

Northumbria University has developed Northumbria Research Link (NRL) to enable users to access the University's research output. Copyright © and moral rights for items on NRL are retained by the individual author(s) and/or other copyright owners. Single copies of full items can be reproduced, displayed or performed, and given to third parties in any format or medium for personal research or study, educational, or not-for-profit purposes without prior permission or charge, provided the authors, title and full bibliographic details are given, as well as a hyperlink and/or URL to the original metadata page. The content must not be changed in any way. Full items must not be sold commercially in any format or medium without formal permission of the copyright holder. The full policy is available online: <http://nrl.northumbria.ac.uk/policies.html>

This document may differ from the final, published version of the research and has been made available online in accordance with publisher policies. To read and/or cite from the published version of the research, please visit the publisher's website (a subscription may be required.)

www.northumbria.ac.uk/nrl

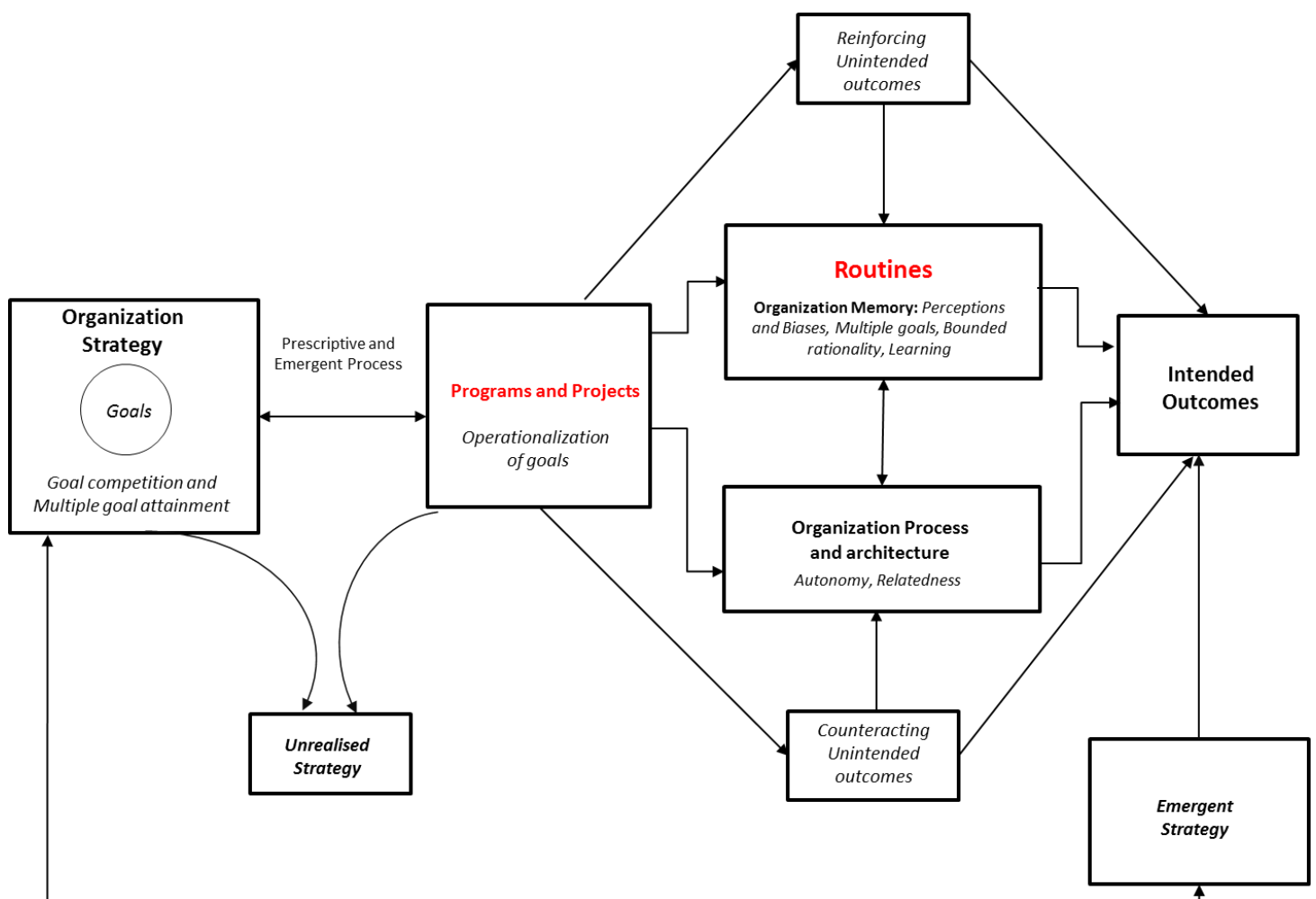


The nexus between organizational routines and projects

A goal-based perspective

An organization may be viewed as a system of multiple, interdependent goals, which are operationalized through subordinate temporary organizations - projects. Ideally, organisation's multiple goals are reinforcing, stirred towards, multiple goal attainment. However, competitions for (motivational) resources exist among goals. Routines can be sources of stability and change within organizations (and its goals), whilst facilitating cognitive efficiency, also inhibits the strategic change which projects are intended to achieve.

The jumble of multiple goal attainment and goal competition, activated through projects, creates a spiral of unintended consequences (some reinforcing, others counteracting). Those unintended consequences, after variation, selection and retention, reconfigure the organizational routines. The extent projects are able to reconfigure organizational routines depends on other organization variables.



Developed by the Author